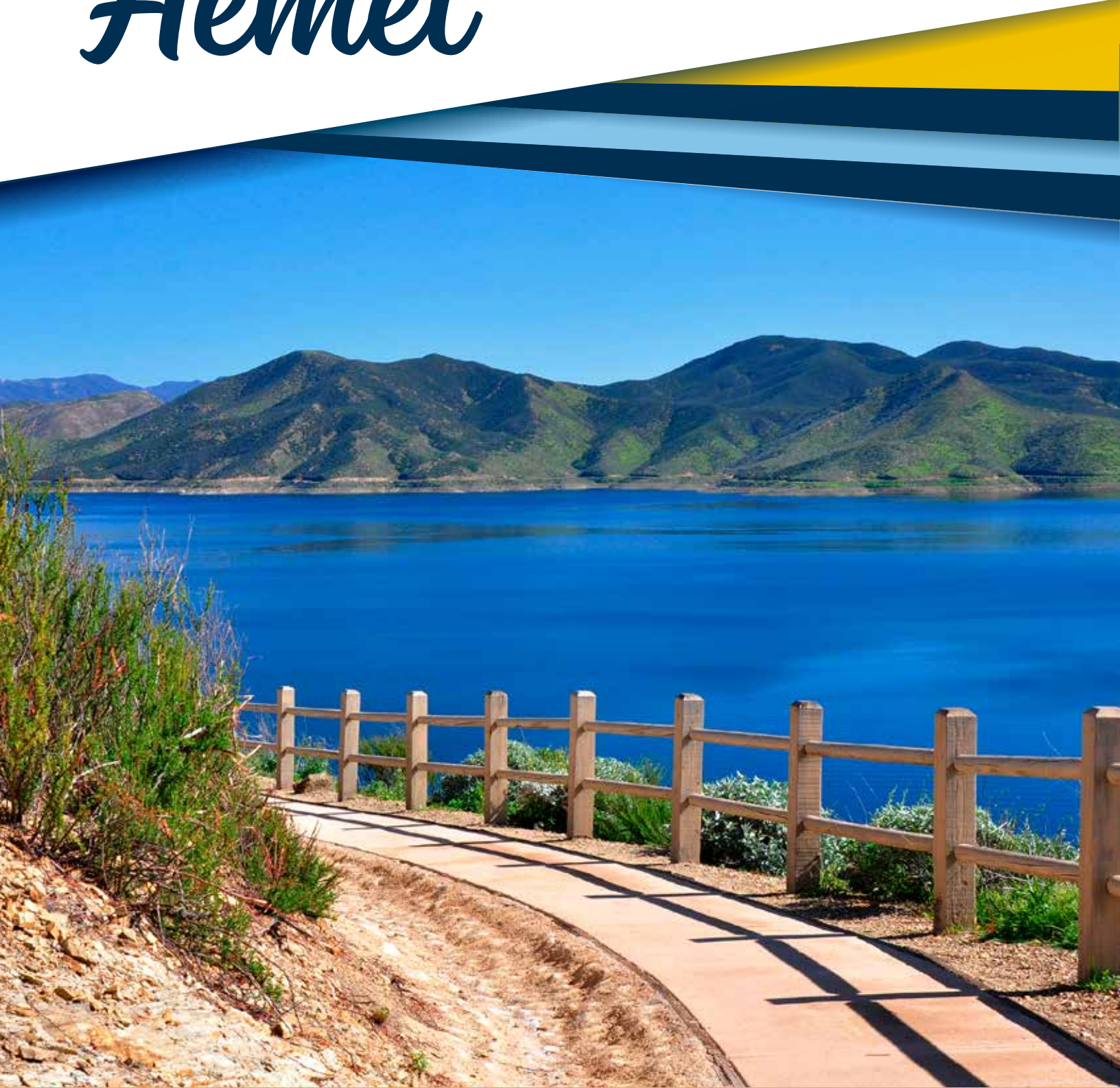


THE CITY OF *Hemet*



STRATEGIC PLAN

HEMET IN BRIEF

A CITY OF OPPORTUNITY



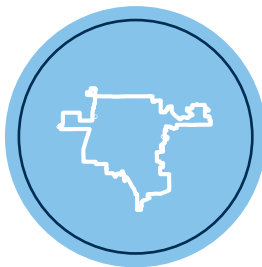
GOVERNMENT STRUCTURE

Hemet is a General Law City, with a Council-Manager form of government. The City has a rotating mayor and council members are elected by district. The first district elections were held in November 2016.



POPULATION

84,525
(January 1, 2021);
CA Department of
Finance.



AREA & LOCATION

27.8 square miles, occupying half of the San Jacinto Valley, Hemet is home to Diamond Valley Lake, and gateway to the Ramona Bowl, which is the home of “Ramona,” the longest running outdoor play in the US.



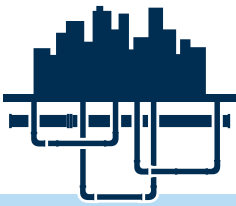
360

MILES OF
STREETS



4,249

STREET LIGHTS



132

MILES OF
WATER MAINS



9,171

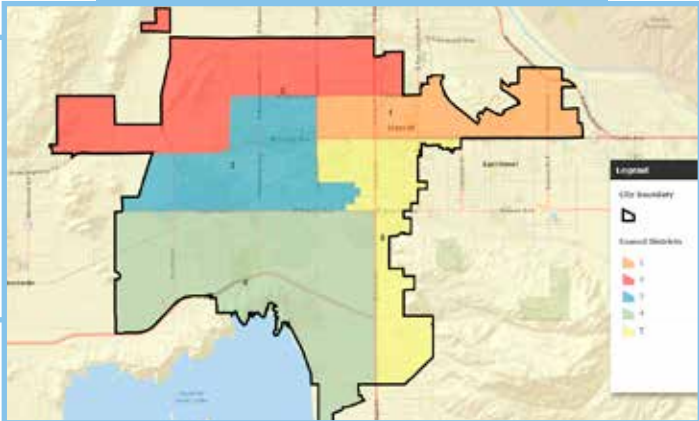
ACTIVE WATER
ACCOUNTS



3,195

ACRE FEET OF
WATER
INTRODUCED INTO
THE SYSTEM

5 COUNCIL DISTRICTS



76

SWORN POLICE
PERSONNEL



49

SWORN FIRE
PERSONNEL



12

CITY PARKS



145,736

LIBRARY CARD
HOLDERS



IMPETUS FOR STRATEGIC DIRECTION



Over the last two years, the City has taken aggressive steps to remove scrutiny from the State Auditor. The Hemet City Council has developed and provided vision on the overall direction of the City, and has taken significant strides in addressing the following:

- ONGOING BUDGET DEFICIT
- HIGH STAFF TURNOVER
- LACK OF CLEAR, SHARED VALUES AND VISION FOR THE FUTURE OF THE COMMUNITY
- DELAYED CAPITAL/INFRASTRUCTURE IMPROVEMENTS
- COMMUNITY ENGAGEMENT

PROCESS

In January 2021, the Hemet Mayor and Council called a special meeting where they, with the City Manager, discussed the current status of all items affecting the community. At that meeting and a subsequent meeting held in February 2021, the Council worked together to envision a clear policy direction for the City as it enters a new phase of growth. In May 2021, the Council held a community meeting to gather additional input on the overarching priority goals established by Council in January and February of 2021. This feedback has been incorporated and woven throughout the FY 21/22 Budget, and the Strategic Planning document.



STRATEGIC PLAN

OUR VISION

The City of Hemet shall be a model of excellence in local government; a safe, well-planned community with equal opportunity for all.

MISSION STATEMENT

The City of Hemet will be a destination of opportunity and empowerment for its residents, businesses, and visitors by capitalizing opportunity, striving for growth, and promoting diversity and respect for each member of our community.

VALUES

- We believe in an open, honest, and representative form of democracy.
- We are dedicated to the highest ideals of honor and integrity in order to merit the respect, trust and confidence of the citizens of Hemet.
- We believe our primary responsibility is to those who live, work, visit or otherwise come in contact with our City.

- We are committed to enhancing the quality of life by providing exemplary services.
- We believe that the employees of the City are an important resource, and through them our mission and vision will be accomplished. We will support them with dignity, respect, and fairness.

GOALS

- To improve the quality of life by addressing the root causes of crime.
- To promote economic development that increases citizen access to quality jobs and shopping experiences while increasing the City's tax base.
- To manage the City's growth by protecting and preserving the environment and maximizing the use of public infrastructure.
- To improve the City's image by preserving and enhancing the community's aesthetic beauty and natural assets and by building upon the rich and diverse cultural heritage of the community.
- To support the success of the community by maximizing our resources to provide the greatest possible benefit for the citizens of the City of Hemet.



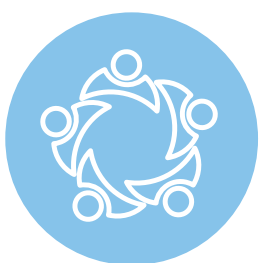
QUALITY OF LIFE

To ensure that Hemet is safe, clean, attractive, and comfortable for all who live, work, and visit



ECONOMIC OPPORTUNITY

To ensure that Hemet is a hub, with access to quality jobs, shopping options, and a varied and sustained tax base



COMMUNITY ENGAGEMENT

To connect and participate in a constant dialogue between members of the community, City staff, and elected officials to promote togetherness and positivity



PARTNERSHIP & COLLABORATION

To pursue partnerships that will increase the opportunities available to the community, including our businesses, unemployed, and youth populations



ORGANIZATIONAL EFFECTIVENESS

To identify the work needed inside the City organization to effectively provide services to the community and ensure financial stability

STRATEGIC PLAN

QUALITY OF LIFE



To ensure that Hemet is safe, clean, attractive, and comfortable for all who live, work, and visit.

OBJECTIVES



Enhance the visual appearance of the community to make it attractive and reduce blight



Create and explore homelessness solutions for the City of Hemet



Increase public safety visibility and response

ACTION ITEMS

- Increase ROCS enhancement 7 days a week
- Partner with CR&R to offer neighborhood cleanups
- Undertake graffiti abatement
- Create streamline and pipeline into PW jobs
- Add funding to abatement board-ups to reduce blight
- Create vacant building program to ensure compliance and allocate staffing
- Update the City's Homelessness Strategic Plan
- Allocate funding to a Homeless Coordinator
- Host two DUI enforcement events through Police
- Host three distracted driving enforcement events through Police
- Increase Police Traffic Bureau by 3 full-time employees
- Host three fire prevention classes for community groups
- Host targeted Police traffic enforcements
- Create formal fire prevention program
- Implement Emergency Medical Dispatch Protocol system
- Expand traffic enforcement to 7 days a week with coordinated traffic sweeps in conjunction with surrounding agencies
- Establish a Housing Program
- Establish Fire Engine 5

- Increase Police effectiveness and victim engagement with implementation of software triggers and notifications

SUCCESS INDICATORS

- Number of days ROCS team is active in the community
- Number of neighborhood cleanups
- Total developed park acreage
- Number of DUI Arrests
- Average time between dispatch call to arrival on scene
- Dollar amount spent on abatement efforts
- Total park maintenance expenditures per acre
- Implementation of fire prevention program
- Updates to the City's Homelessness Strategic plan
- Total hours paid for sworn police personnel
- Crimes reported - CA Incident-Based Reporting
- Percentage of property and violent crimes cleared
- Total code cases resolved in a given period
- Paved lane miles
- Total number of fire incidents
- Total hours paid to sworn fire personnel
- Number of traffic collisions involving fatalities

STRATEGIC PLAN

ECONOMIC OPPORTUNITY



To ensure that Hemet is a hub, with access to quality jobs, shopping options, and a varied and sustained tax base.

OBJECTIVES



Develop business practices that welcome new development by streamlining processes



Provide resources to help new businesses to enhance the customer service experience

ACTION ITEMS

- Develop one stop permitting system by using technology
- Maximize the use of virtual inspections to minimize delays to the public
- Facilitate electronic plan checking system for CD
- Develop housing standards that reduce plan review
- Develop pamphlet in partnership with Chamber to help new businesses
- Provide \$320,000 in CDBG small business grants
- Provide service hours from Monday-Friday
- Develop concierge service to enhance the customer service experience
- Receive and process over 60-80 development applications.
- Receive and process over 250-300 ministerial permits and continue to support City staff and the public with front counter services, emails and phone calls
- Review and process 500-600 Building Plan Checks and conduct 100 site visits and field inspections
- Acquire an expedited permit processing software, and conduct public workshops to demonstrate use
- Create landscape design guidelines and amend the zoning code to update landscape requirements

SUCCESS INDICATORS

- Percent of virtual inspections conducted as a percentage of the total
- Average Number of Plan checks
- Number of commercial/development inspections
- Dollar amount of grant funding allocated
- Number of permits issued
- Average number of days for commercial projects for plan review
- Average number of days for residential projects to start
- Average number of days from plan approval to permit issuance
- Number of days service from City staff is available to the public
- Number of commercial/development/residential inspections conducted
- Average calendar days between application to permit issuance
- Reduced unemployment rate
- Increased median household income
- Change in percentage of population below poverty level
- Residential population of jurisdiction

STRATEGIC PLAN

COMMUNITY ENGAGEMENT



To connect and participate in a constant dialogue between members of the community, City staff, and elected officials to promote togetherness and positivity.

OBJECTIVES



Increase public transparency for the public



Increase the community's pride within the City



Deliver messaging to the Community that connects, is consistent and relevant

ACTION ITEMS

- Share monthly updates on SeeClickFix
- Develop bi-monthly video updates for the community
- Begin bi-monthly community meetings with the community
- Develop a community engagement plan
- PD to host regular coffee with a cop meetings
- PD to implement business watch meetings and establish PD business liaison
- Explore the use of SeeClickFix for all requests across the organization
- Explore the use of online budget modules to allow interactive use
- Begin to post resolutions online
- Centralize repository for all public documents
- Begin to roll out the military banner program again
- Expand the banner program to include HUSD, and notable residents
- Maintain a strong and growing Police volunteer program

SUCCESS INDICATORS

- Percent increase of social media followers
- Number of community meetings held each quarter
- Number of newsletters issued annually
- Percent increase to newsletter subscribers
- Number of Library visits
- Number of registered Library borrowers
- Completion of community engagement plan
- Completion of online access portal to City documents
- Percentage increase in use of electronic service request systems
- Total expenditures toward Library personnel and operations
- Employment of surveys to ascertain satisfaction of community members
- Number of City volunteers, including Police volunteers

STRATEGIC PLAN

PARTNERING & COLLABORATION



To pursue partnerships that will increase the opportunities available to the community, including our businesses, unemployed, and youth populations.

OBJECTIVES



Develop concepts and programs to increase opportunities for youth recreation



Develop concepts and programs to enhance quality of life services



Develop programs to offer support to the community's businesses

ACTION ITEMS

- Identify operator for Brubaker Park baseball fields
- Continue process for Skatepark
- Continue Fire Explorer's Program
- Develop Pipeline Program for Youth through Workforce Development
- Execute a part-time worker program to supplement ROCS program
- Disseminate a community update and distribute through the City's mobile home communities
- Partner with the school district to celebrate successful alumni, and to remain in contact with the District's families
- Implement Adopt a Street Program
- Continue long held community celebrations, like the annual Christmas Parade and Veterans Day celebrations
- Schedule quarterly community clean ups and dump days
- Bolster interdepartmental Strike Team to continue targeted improvement & enforcement
- Develop a targeted newsletter for businesses, featuring resources
- Develop FAQ pages and further digitize business resources on website
- Continue Business Focus Group to garner feedback & implement recommendations

- Cooperate with the Chamber of Commerce to ascertain the evolving needs of businesses & coordinate with Workforce Development to satisfy the needs of businesses
- Develop "one stop shop" in City Hall for processing of all business-related documents
- Increase School Resource Officer's (SROs) engagement in community events involving the City's youth

SUCCESS INDICATORS

- Number of streets adopted citywide
- Number of Community Dump Days & Clean Ups held in concert with CR&R
- Number of locations targeted by the Strike team
- Percent increase in business subscribed to the City's business newsletter/updates
- Percent increase in traffic to City's web portal for businesses
- Number of City-related highlights published in the Chamber of Commerce's newsletter
- Implementation of one-stop shop in City Hall
- Progression in skate park phases
- Number of Fire and Police Explorer participants
- Number of banners erected and taken down

STRATEGIC PLAN

ORGANIZATIONAL EFFECTIVENESS



To identify the work needed inside the City organization to effectively provide services to the community and ensure financial stability.

OBJECTIVES



Operate in a financially sustainable manner



Evaluate existing practices to ensure continuity with industry best practices



Provide Council with policies that help provide consistency and lessen liabilities



Increase employee retention by training and creating a positive workplace



Streamline fire prevention coordination efforts

ACTION ITEMS

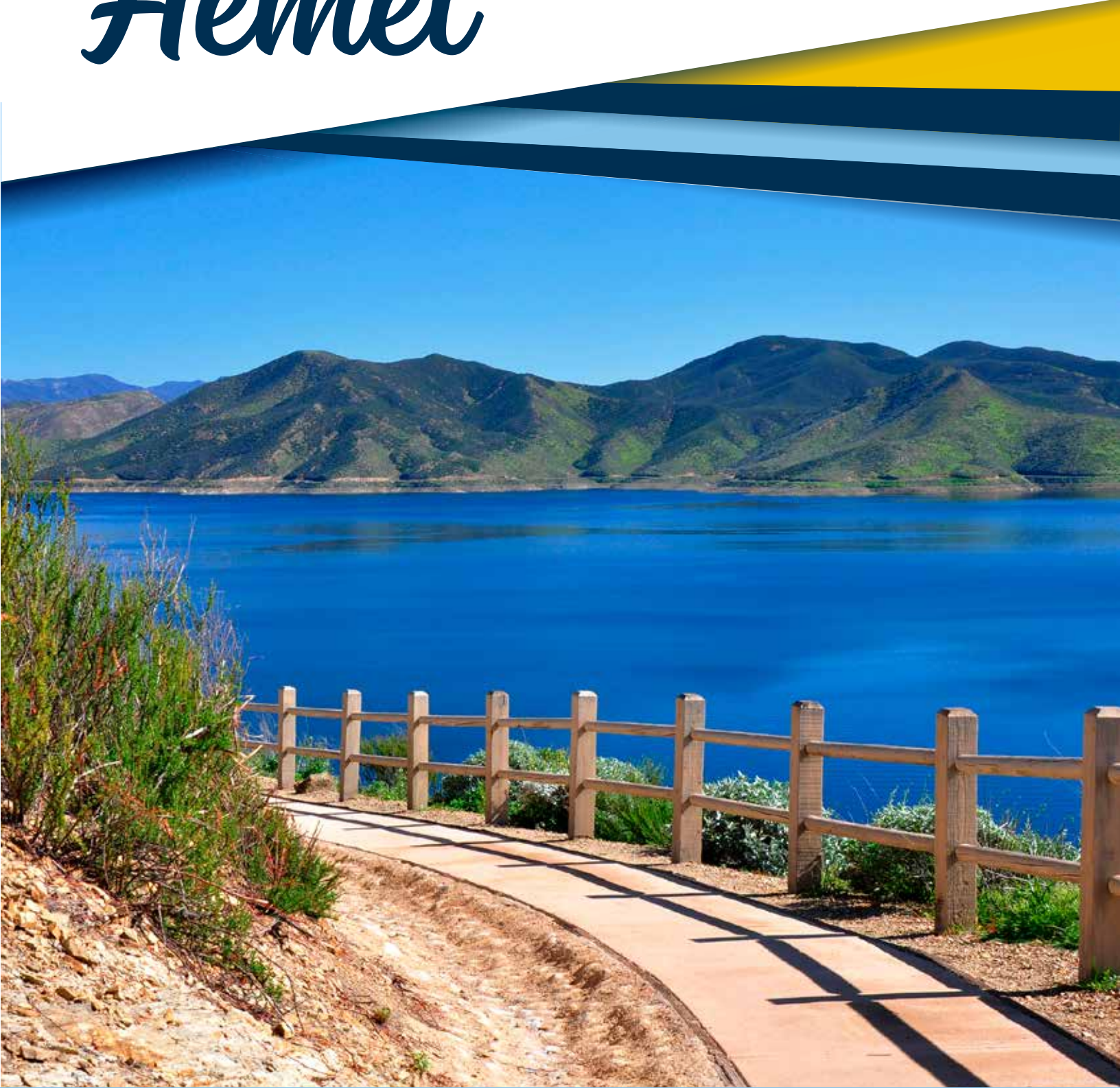
- Provide a balanced budget that does not utilize one time revenues to balance budget
- Evaluate staffing levels in the Administration Office
- Provide Council with User Fee Study results
- Work towards removing the City from State Auditor watch list
- Maintain the City's 20% reserve
- Utilize grant writer to apply for grants in line with priority goals
- Evaluate the Code Enforcement process
- Evaluate the IT function and future needs
- Create plan to evaluate Municipal Code
- Provide Council with proposals to manage investment function
- Provide Council with bank proposals
- Create PW maintenance schedule in line with existing staffing
- Create sidewalk repair program
- Create tree trimming program based on grid pattern
- Create yearly schedule for citywide events, including holidays
- Identify project manager for ERP replacement and begin process
- HPD to implement case management software to maintain balanced and workable caseloads
- Develop non-sworn investigative position(s) for low solvability crimes, specific crimes and follow-ups in PD

- Identify new technologies to assist with law enforcement/public safety
- Create accident review board
- Create maintenance schedules for catch basins, inlets, etc.
- Provide Council with a policy for dealing with OPEB/PERS costs
- Finalize Council protocols
- Provide Council with new investment policy for review
- Develop employee recognition events three times a year
- Develop citywide training programs
- Explore pay for performance
- Implement citywide digitization strategies to maximize efficiencies and control in-person traffic
- Develop citywide fire prevention plan

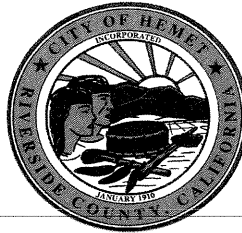
SUCCESS INDICATORS

- Total General Fund expenditures on personnel and operations
- Dollar amount of purchases made via purchasing card/credit card as a percentage of all purchases
- Number of Workers' Compensation claims
- Average time from call to dispatch for Police services
- Turnover rate for all City employees
- Percent of Fire response with a total time of 6 minutes, 20 seconds and under from call entry to arrival on scene
- Number of accidents in marked City vehicles
- Number of Information Technology endpoints served

THE CITY OF *Hemet*



STRATEGIC PLAN



**CITY OF HEMET
HEMET, CALIFORNIA
RESOLUTION NO. 2021-078**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY
OF HEMET, CALIFORNIA, ADOPTING THE 2021
STRATEGIC PLAN**

The City Council of the City of Hemet, California (hereafter referred to as the "City Council") does resolve as follows:

WHEREAS, the City Council held priority sessions in January and February of 2021; and

WHEREAS, the City Council came to a consensus on five overarching priority categories; and

WHEREAS, the Hemet community agreed and expounded on the City Council's priority categories at a special community meeting in May 2021; and

WHEREAS, the City Council agreed to prioritize

- 1) Community Engagement
- 2) Organizational Effectiveness
- 3) Quality of Life
- 4) Economic Opportunity
- 5) Partnership Opportunities.

NOW, THEREFORE, THE CITY COUNCIL OF THE CITY OF HEMET FINDS, DETERMINES, ORDERS AND RESOLVES AS FOLLOWS: Adopt the 2021 Strategic Plan and each priority goal detailed therein.

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PASSED, APPROVED AND ADOPTED this 22nd day of June 2021.


Karlee Meyer, Mayor

ATTEST:

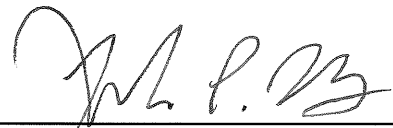
John Paul Maier, City Clerk

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State of California)
County of Riverside)
City of Hemet)

I, John Paul Maier, City Clerk of the City of Hemet, do hereby certify that the foregoing resolution was adopted by the Hemet City Council on the 22nd day of June 2021, and was passed by the following vote:

AYES:	Council Members: Council Members: Brown, Krupa, Mayor Pro Tem Lilienthal, and Mayor Meyer
NOES:	Council Members: None.
ABSTAIN:	Council Members: None.
ABSENT:	Council Members: None.



John Paul Maier, City Clerk